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# basic education

Department:  
Basic Education  
**REPUBLIC OF SOUTH AFRICA**

## **NATIONAL SENIOR CERTIFICATE**

**GRADE 12**

**HOSPITALITY STUDIES**

**NOVEMBER 2016**

**MEMORANDUM**

**MARKS: 200**

**This memorandum consists of 15 pages.**

**SECTION A** Downloaded from eduresourceza.com**QUESTION 1****1.1 MULTIPLE-CHOICE QUESTIONS**

|        |    |     |
|--------|----|-----|
| 1.1.1  | A✓ | (1) |
| 1.1.2  | C✓ | (1) |
| 1.1.3  | A✓ | (1) |
| 1.1.4  | C✓ | (1) |
| 1.1.5  | C✓ | (1) |
| 1.1.6  | D✓ | (1) |
| 1.1.7  | D✓ | (1) |
| 1.1.8  | A✓ | (1) |
| 1.1.9  | B✓ | (1) |
| 1.1.10 | B✓ | (1) |

(10)

**1.2 MATCHING ITEMS**

|       |    |
|-------|----|
| 1.2.1 | B✓ |
| 1.2.2 | D✓ |
| 1.2.3 | E✓ |
| 1.2.4 | C✓ |

(4)

**1.3 ONE-WORD ITEMS**

|        |                                |
|--------|--------------------------------|
| 1.3.1  | Gastroenteritis✓               |
| 1.3.2  | Cholera✓                       |
| 1.3.3  | Fleurons✓                      |
| 1.3.4  | Phyllo✓                        |
| 1.3.5  | Kosher✓ / Kasherv✓             |
| 1.3.6  | Canapé✓                        |
| 1.3.7  | Bombe/Baked Alaska✓            |
| 1.3.8  | Rigor mortis✓                  |
| 1.3.9  | Service cloth✓/ Waiters cloth✓ |
| 1.3.10 | Host✓ / Hostess✓               |

(10)

**1.4 MATCHING ITEMS**

|        |    |
|--------|----|
| 1.4.1  | G✓ |
| 1.4.2□ | D✓ |
| 1.4.3  | E✓ |
| 1.4.4□ | F✓ |
| 1.4.5  | B✓ |
| 1.4.6  | C✓ |

(6)

## 1.5.1 IDENTIFYING ITEMS

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A✓ C✓ D✓ G✓ H✓

(Any order) (5)

## 1.5.2 IDENTIFYING ITEMS

C✓ D✓

(Any order) (2)

## 1.5.3 IDENTIFYING ITEMS

B✓ C✓ F✓

(Any order) (3)

**TOTAL SECTION A: 40**

**SECTION B: KITCHEN AND RESTAURANT OPERATIONS; HYGIENE, SAFETY AND SECURITY****QUESTION 2**

- 2.1      2.1.1      Healthcare workers✓  
Immigrants of countries where TB is common✓  
People with HIV infection✓  
Malnourished children and adults✓/poor immune system from the elderly✓  
Drug users injecting themselves✓  
People with diabetes or cancer✓  
People who received incomplete TB treatment in the past✓  
People living/working with TB infected persons✓  
People using non ventilated areas✓ (Any 3) (3)
- 2.1.2      Food handlers with TB should be put on sick leave and receive treatment/stay home✓  
Only go back to work seven days/ confirmation from the doctor after the onset of effective treatment✓  
Avoid sneezing and coughing onto food cover your mouth ✓  
Use only pasteurised milk from a company with a good reputation✓  
Keep food on buffet tables/in kitchens covered✓  
Maintain good hygienic practices, e.g. washing hands✓ (Any 2) (2)
- 2.1.3      The symptoms of TB may be confused with the symptoms of other diseases. ✓  
Although it primarily affects the lungs / the lymph system, nervous system/ blood circulation✓ there are many other symptoms:  
Fever✓/chills ✓  
Night sweats✓  
Chest pains✓  
Constant coughing for more than 3 weeks✓  
Coughing blood✓  
Loss of appetite✓ and weight loss✓  
Constant tiredness✓  
Dyspnoea – shortness of breath✓ (Any 4) (4)
- 2.2      2.2.1      - Sam/The staff will not have pride in their work/ respect ✓  
- They will not enjoy their work✓  
- They will not work quickly/hard/decrease speed/be less productive✓  
- They will not work efficiently / team work✓  
- They will not work neatly✓  
- They may work unsafely because they are nervous✓  
- It creates an unpleasant atmosphere for staff and guests✓  
- It creates unhappy staff members / negative attitude✓ (3)  
- Staff will resign / look for jobs elsewhere✓  
- Absenteeism increases✓ (Any relevant answer)

- 2.2.2 - Sam's bad mood will impact negatively on the profitability of the restaurant ✓  
- Poor service will lead to dissatisfied customers not willing to pay ✓  
- Loss of business/ customers will not return ✓  
- No positive word of mouth ✓  
- Fewer customers decrease income/profit ✓ (Any relevant answer) (3)

- 2.3 2.3.1 Internet shopping/on-line shopping/ e-procurement / telephonic order ✓ (Any 1) (1)

- 2.3.2 ONLINE SHOPPING:  
- Ensure that he uses a credit card with a small limit ✓  
- Use a secure connection, beginning with 'https' ✓  
- Do business with a reputable organisation ✓  
- Use a recommended/familiar website/secure web browser ✓  
- Do not click on any hyperlink contained within a 'spam' e-mail ✓  
- He should make sure he is on the website that he thinks he is on ✓  
- Set the web browser to the highest level of security/notification/ anti-virus protection ✓  
- Use the most recent version of your web browser ✓  
- Look for the closed padlock icon – indicates detail protection ✓  
- Read the terms and conditions properly ✓  
- Make use of computer privacy filters ✓  
OR  
TELEPHONIC ORDER:  
- Check the order quantity ✓  
- Do not give your banking details over the telephone ✓  
- Request that the receiver repeats the order to you ✓  
- Check that there is a correct address for delivery ✓  
- Check for contact details for the person you are dealing with ✓  
- Phone a reputable company ✓  
- Confirm method of payment ✓  
- Confirm the delivery time ✓ (Any other relevant answer) (4)

**TOTAL SECTION B: 20**

**SECTION C: NUTRITION, MENU PLANNING: AND FOOD COMMODITIES**

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**QUESTION 3**

- 3.1 3.1.1 Rissoles are a blend of ground meat/minced meat, fish, poultry, vegetables, lentils, onions, dipped in bread crumbs, egg and seasonings✓  
Shaped into small balls ✓  
Fried until brown✓ (Any 2) (2)

3.1.2

| ADVANTAGES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | DISADVANTAGES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>- A large number of people can be entertained at one time. ✓</li> <li>- A fairly small space can be used. ✓</li> <li>- Little cutlery and crockery is required. ✓</li> <li>- A diverse mix of guests can be accommodated because guests can mingle easily. ✓</li> <li>- The duration of the function is usually quite short as it only lasts 2 hours/waiters are only required for a short period. ✓</li> <li>- The menus can be relatively cheap, while offering interesting food. ✓</li> <li>- A variety of snacks is served which gives guests a choice of food items. ✓</li> <li>- Less tables ✓</li> <li>- No table plan✓</li> <li>- Less staff to serve guests✓</li> <li>- No waiting time for the food ✓</li> </ul> | <ul style="list-style-type: none"> <li>- Cocktail snacks require a lot of preparation/time-consuming✓</li> <li>- Guests might be uncomfortable standing for the duration of the cocktail party✓</li> <li>- Guests will dirty their fingers✓</li> <li>- Several snacks have to be prepared✓</li> <li>- Food items can be costly if protein is the main ingredient✓</li> <li>- People may be hungry at the time of the function and thus may eat more than the number of snacks provided per person✓</li> </ul> |

(Any 3)

(Any 3)

(3 x 2)

(6)

- 3.1.3
- Place the non-alcoholic drinks in an accessible spot with someone to serve them./Separate tables for drinks ✓
  - Non-alcoholic cocktails may be served as the guests arrive, while juice, mineral water and non-alcoholic drinks can be served throughout the evening. ✓
  - Bartending with flair can enhance the function and may add to the fun✓.
  - Use different Styles of glasses to serve the different types of drinks✓
  - Must be served cold and chilled✓ / stock up with ice

- Waiters must use a non-slip tray✓/ special trays
- Garnish with appropriate accompaniments when serving✓
- Carry the tray and move amongst the guests✓
- Handle glasses by their bases if serving by hand✓
- Do not overfill glasses to prevent wastage and spillage✓

(Any 4) (4)

- 3.1.4 Slows down preparation✓ / more time is needed✓  
Have to make another plan/Other equipment can be used to prepare the pita and the bruschetta e.g. griddle pan, salamander, gas equipment. ✓  
The pita and the bruschetta can be bought and used as a replacement✓.  
The samoosas and the rissoles are fried and therefore the availability of the oven will not have an impact on these dishes.✓  
The snacks will be uncooked✓  
They will spoiled which will lead to wastage of ingredients✓  
Insufficient snacks✓

(Any 4) (4)

3.1.5

|                               | PURR PASTRY                                                                                                                                                                                             | SHORT CRUST PASTRY                                                                                                                                                                                                         |
|-------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| (a) Differences               | Small amount of oil✓<br>Ratio of flour to fat:<br>almost no fat ✓<br>No eggs✓<br>Does not crumble✓<br>Not as rich✓<br>Darker golden brown colour✓<br>Pliable / flexible✓<br>Thinner ✓<br>Fried✓ (any 2) | Contains fat/shortening✓<br>Ratio of flour to fat<br>2 : 1✓ / 1: ½ ✓<br>Crumbles easily✓<br>May contain eggs✓<br>Soft short crust pastry✓<br>Rich pastry✓<br>Thick pastry ✓<br>Lighter golden colour✓<br>Baked✓<br>(any 2) |
| (b) Example of pastry product | Samoosas✓ (1)                                                                                                                                                                                           | Quiche✓ (1)                                                                                                                                                                                                                |

(6)

- 3.1.6 (a) Quiche ✓ (1)

- (b) To ensure that the pastry case is thoroughly cooked ✓  
To help the crust to become crisp / prevents it from being soggy✓  
To keep the crust from blistering ✓ (Any 2) (2)

- 3.1.7 - Cream puffs✓ – Balls of 2–4 cm/round shapes filled with pastry cream or Chantilly cream. ✓  
- Profiteroles✓ – Small, sweet choux puffs filled with pastry cream or Chantilly cream ✓  
Éclairs✓ – Log or finger-shaped choux pastry filled with pastry cream or Chantilly cream and topped with chocolate

- Croquembouche✓ – A pyramid of filled cream puffs, covered with spun sugar✓  
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- Swans✓ - shell shaped puffs filled with Chantilly cream✓
- Beignets✓ – squares baked and dusted with icing sugar✓
- Mini paris brest✓:-choux pastry piped into small rings, topped with slivered almonds✓

(2 marks for names of products and 2 marks for description) (4)

3.1.8 (a)  $\frac{R3\ 000}{0.5} \checkmark = R6000 \checkmark$  (2)

(b) Gross profit = selling price – food cost  
R6000 - R3 000✓ = R3 000✓ (2)

(c) No / It is not possible to calculate the net profit ✓  
Reason:  
Net profit = selling price – total cost✓  
The total cost cannot be determined✓// There is missing information✓  
Total cost = food cost + labour cost + overheads✓ (3)  
Labour cost and overhead costs were not provided✓ (Any 3)

3.2 3.2.1 High cholesterol can lead to a stroke or heart attack✓  
Can contribute to high blood pressure✓  
Cholesterol will be left behind in arteries/blocks arteries/cause hardening of arteries✓  
Reduces blood flow✓  
If blood flow is reduced the organs get damaged✓ (Any 1) (1)

3.2.2 Eat less fat, Use skim milk instead of full cream✓  
Avoid or restrict the intake of processed meat, e.g. salami, Russians ✓  
Avoid or restrict refined carbohydrates (starch), e.g. white bread✓  
Offer dishes high in complex carbohydrates, e.g. brown rice✓  
Limit alcohol intake✓  
Incorporate fruits, vegetables✓  
Fibre rich foods✓ (Any 3) (3)  
[40]

**QUESTION 4**

- 4.1 4.1.1 (a) French meringue ✓  
(b) Italian meringue ✓ (2)
- 4.1.2 A coulis is puréed ✓, raw or cooked strawberries/fruits ✓  
with or without sugar syrup/adjusted in flavour ✓ (Any 2) (2)
- 4.1.3 It helps to stabilise the foam ✓ (1)
- 4.1.4 Store without the filling ✓  
Store in an airtight container ✓  
Store at room temperature/not in the fridge/cool dry place ✓  
Do not store near onions or strong smelling foods ✓  
Do not freeze Pavlova ✓ (3)  
Must be individually stored making a space between them to avoid breaking ✓ (Any 3)
- 4.1.5 Brush, pour or drizzle coulis over the fruit ✓  
Brush, pour or drizzle gelatin over the fruit ✓  
Brush, pour or drizzle thickened fruit juice over the fruit ✓  
Brush, pour or drizzle melted jam over the fruit ✓  
Brush, pour or drizzle or sugar syrup over the fruit ✓  
Fruit is continuously cooked in a high concentrated sugar syrup until it forms a glaze ✓ (Any 2) (2)
- 4.1.6 Ovo-vegetarian ✓  
Lacto-ovo vegetarian/ ovo-lacto vegetarian ✓  
Pesco-vegetarian/ pescatarian vegetarian ✓  
Pollo-vegetarian ✓  
Pollo-pescatarian ✓  
Semi-vegetarian ✓  
Flexitarian ✓  
Reason: May eat eggs and fruits ✓  
(Any 4 vegetarians and ONE reason) (5)
- 4.1.7 Agar-agar ✓  
The vegetarians may not eat gelatin because it is made from animal tissue ✓  
Agar-agar is made from seaweed ✓ (Any 2) (2)
- 4.2 4.2.1 Gelatin leaves ✓ sheet gelatin ✓ (Any 1) (1)
- 4.2.2 Gelatin was hydrated/soaked in cold water ✓  
Soak till very soft/liquid absorbed ✓  
Excess water is squeezed out ✓ (Any 2) (2)
- 4.2.3 Melt the hydrated gelatin over steam/ hot water bath/ or bain-marie/Melt gelatin in the microwave for a few seconds ✓  
Then stir into the strawberry purée /OR heated puree ✓ (2)
- Reason:  
The strawberry purée is cold/not hot enough to melt the hydrated gelatin, therefore the gelatin should be melted first ✓  
The gelatin must be slightly cooled/not too hot when adding it to the strawberry purée ✓ (Any 1 reason) (3)

- 4.2.4 The gelatin in the strawberry purée was not thick enough or  
The strawberry puree did not have the consistency of thick egg  
white or strawberry purée was still too runny✓  
when adding the foam/beaten cream and egg white✓  
Not folded in correctly✓ (Any 2) (2)
- 4.3 4.3.1 Tongue✓  
Kidney✓  
Oxtail✓ (Any 2) (2)
- 4.3.2 To brown the surface✓  
To create a desirable flavour/to add flavour✓  
Prevents loss of moisture✓ (Any 2) (2)
- 4.3.3 After searing✓ flat rib is cooked in liquid✓ in a covered pan ✓  
Placed on a bed of root vegetables/mirepoix✓  
Add enough liquid/stock to cover a quarter of the flat rib✓  
Put in the oven at 180 °C / on the stove top✓ (Any 3) (3)
- 4.3.4 The white connective tissue/collagen bonds with water✓  
Changing the connective tissue/collagen to gelatin✓  
It makes the collagen more edible✓  
Yellow connective tissue/elastin is not affected by moist heat and it  
remains chewy✓ (Any 2) (2)
- 4.4 4.4.1 Rabbit✓✓ OR  
Kudu✓, springbok✓, blesbok✓, impala✓, cane rats✓, porcupine✓  
(Any 2) (2)
- 4.4.2 Wood smoke contains compounds✓  
that slow down/inhibit the growth of microbes✓  
Slow down fat going off/It slows down the animal fat from going  
rancid✓  
Preserves by drying/removing moisture ✓  
Meat does not become contaminated easily✓  
Prevents enzymes from reacting with oxygen/prevents browning✓  
Increases shelf life✓ (Any 2) (2)
- 4.4.3 Drying✓  
Salting✓ / Curing  
Vacuum packing✓ (Any 2) (2)
- [40]

**TOTAL SECTION C: 80**

**SECTION D: SECTORS AND CAREERS: FOOD AND BEVERAGE SERVICE**

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**QUESTION 5**

- 5.1      5.1.1      - The hospitality sector makes a contribution to the gross domestic product (GDP) of the economy of SA / income tax paid to government✓  
- An increase in demand for the products will create jobs✓  
- Secondary jobs in the companies that supply products to the manufacturers, such as food outlets✓  
- Local income will increase✓  
- Multiplier effect / Income generated contributes to development and improvement of the country's infrastructure✓  
- Funds are provided for maintenance and responsible utilization of natural resources✓  
- Tourists bring valuable foreign currency into the country✓  
- The esteem and living standard of the community will improve✓ (4)  
(Any 4)
- 5.1.2      - Baking✓  
- Home industries✓  
- Function catering / Birthday party catering✓  
- Vendors✓  
- Meals on wheels✓  
- Restaurant /coffee shop✓  
- Tuck-shops✓ (Any relevant food preparation opportunities) (3)
- 5.1.3      In designing the operational plan the following must be included:  
- Costs for manufacturing/running the business✓  
- Purchasing and suppliers/merchandising✓  
- Who will supply their raw materials and equipment, where they are located, what their credit terms are✓  
- Delivery: whether they deliver or you will have to pick up your order✓  
- Personnel plan / staff plan ✓  
- Stock control and storage✓  
- An organogram: who will be responsible for which task within your business✓  
- Job descriptions: a written list of tasks for every job in your company✓  
- Individual responsibilities: which employees will need to take responsibility for each task✓ (Any 4) (4)
- 5.1.4      - Cover page: name of the business / name of the owner✓  
- Business description: objectives /goals / address / map layout/ type of business / layout of business✓  
- Product/service description✓  
- Marketing plan / strategy✓  
- Financial plan / budget / cash flow analysis / income statement / balance sheet / break-even analysis ✓  
(Any 2) (2)

- 5.2 5.2.1 - Guest rooms / Accommodation ✓  
- Food and beverage/restaurant ✓  
- Bar ✓  
- Spa treatments ✓ (Any 3) (3)
- 5.2.2 - Human resource / manager ✓  
- Trainers ✓  
- Recruitment officers ✓  
- Administrative posts/clerk/secretary ✓ (Any 2) (2)
- 5.2.3 - Product is indicated in the advert ✓: accommodation, meals, spa ✓  
- Promotion is indicated ✓: special packages: stay 2 nights, 3<sup>rd</sup> night free ✓  
- Price is indicated ✓: R2 999, it seems more affordable than R3 000 ✓  
- Place/address of business is indicated ✓: 22 Avondale Road ✓  
- People/Target market is indicated ✓: Parents and children ✓  
- Packaging is not indicated ✓: no brand awareness/logo ✓  
- Presentation not indicated ✓: no pictures of products ✓ (Any 6) (6)
- 5.2.4 - Promotional videos ✓  
- TV ✓  
- Advertisements (shown in movie theatres or on video walls) ✓  
- Digital shows ✓  
- YouTube / video clips ✓ (Any 2) (2)
- 5.2.5 The security team protects guests, staff and property so that claims which may lead to huge financial losses are prevented. ✓  
Human resource officers oversee security staff affairs: such as employment, training, leave, salaries, bonuses, medical aid and problems experienced/counselling. ✓  
Draws up employment contracts for security staff, work schedules and rosters, codes of conduct, procedures/disciplinary actions/ settling of disputes. ✓  
Security people make sure that the human resource staff are secure/safe ✓  
Therefore these two departments work closely with one another to ensure the success of the establishment. ✓ (Any 4) (4)
- [30]

**QUESTION 6****Downloaded from eduresourceza.com**

- 6.1 6.1.1 On-consumption / on-site license✓ (1)
- 6.1.2
- The applicant / their spouse should have a clean record / not imprisoned for more than 10 years✓
  - The applicant should not be insolvent✓
  - The applicant should be over the age of 18 / under age✓
  - Adequate guest toilet facilities for males and females must be provided on or near the premises. ✓
  - Ordinary meals must be available on the premises during the hours that liquor is sold. ✓
  - Liquor may be sold on any day between 10:00 and 02:00 provided that on 'closed days' liquor may only be sold to a person taking a meal on the licensed premises. ✓
  - May only sell liquor to be consumed on the premises✓.
  - May not sell liquor to people under the age of 18✓
  - People that are already intoxicated✓
  - It is illegal to add any liquids, such as water, to the liquor in a bottle✓
- (Any 3) (3)
- 6.2 6.2.1 Suitable✓ – it is a champagne✓, flute glass✓, used for sparkling wine✓  
Not suitable✓- the glass is shorter and is suitable for white wine✓  
(Any 2) (2)
- 6.2.2
- |                                                              |
|--------------------------------------------------------------|
| Unique name ✓: PeZulu Restaurant or any other suitable name✓ |
| Name of wine ✓: Sparkling wine✓                              |
| Harvest year/Vintage✓: 2015✓                                 |
| Origin✓: e.g. Paarl, Country: South Africa✓                  |
| Producer: Estate/Manufacturer✓                               |
| Alcohol✓: e.g. 13%✓                                          |
| Bottle content✓: 750 ml✓                                     |
| Logo✓                                                        |
- (Any 4 for the items on the label, 1 mark for the design of the label) (5)
- 6.3 6.3.1 Non-alcoholic cocktail / virgin drink✓ (1)
- 6.3.2 Made from fruit juice or syrups / concentrate (prepared from sugar and water) ✓ and other flavourings, ✓  
usually diluted with water, sodas or lemonade (Any 2) (2)
- 6.3.3 Very dry wine✓ (1)
- 6.3.4 Dry wine✓ (1)
- 6.4 6.4.1 Cloche / plate cover / butter dish✓ (Any 1) (1)

- 6.4.2 Wash in clean, hot, soapy water✓  
Rinse in clean, hot water ( $\pm 60^{\circ}\text{C}$  – dries faster) ✓  
Air dry and polish using a clean cloth / metal cleaner✓  
If water stains remain after washing, dip equipment in very hot water / steam ✓ for a few moments, and then polish with a clean, dry cloth✓  
Use a dishcloth or a service cloth to handle the equipment/cloche after polishing to prevent fingerprints✓ (Any 2) (2)

- 6.5
- Place similar items together on the waiter's station:  
Table numbers, menus, sugar pots, salt and pepper pots, condiments✓
  - Collect all linen, both clean and dirty; return the same quantities that were issued. Place soiled linen in different piles, e.g. tablecloths, serviettes, service cloths; return to the linen room. ✓
  - Empty ashtrays into a fireproof container, and place apart from other dishes. ✓
  - Empty coffee pots and milk jugs, wash and pack away. ✓
  - Scrape off food debris, sort and throw away other rubbish before leaving items at the dishwashing area. ✓
  - Place saucers and plates in neat piles, cups together, cutlery soaking in a bowl or sorted into the basket for the dishwasher✓.
  - Wipe clean bottles, jars and other containers used for accompaniments, check that they are closed properly and place those that must be kept chilled in the refrigerator. ✓
  - Return all the equipment to their various storerooms. Pack away neatly according to shelf labels. ✓
  - Bundle cutlery in groups of ten✓
  - Switch off electrical equipment: bain-marie, plate warmers, hot plates, refrigerated units, and urns when not in use✓.
  - Wipe down surfaces and wash out food containers. ✓
  - Check that all the sideboards are completely empty✓. (Any 5) (5)

- 6.6 6.6.1
- He should have apologised sincerely. ✓
  - The manager should have handled the situation positively and professionally. ✓
  - He should have been calm✓, helpful✓ and friendly as much possible – and try to put aside any feelings of anger, hurt or embarrassment. ✓
  - The manager should have communicated tactfully and sensitively. ✓
  - He should have shown understanding and willingness to resolve the matter. ✓
  - He should not have argued with the guest, ✓ instead listened and paid attention. ✓
  - The manager should have acknowledged the complaint and moved the guests to his sister B&B. ✓
  - The manager should have had alternative measures in place, e.g. buying water for drinking and a water tank / jojo for washing. ✓ (Any 4) (4)

- 6.6.2 - The kitchen would have been closed during water cuts for the sake of hygiene. ✓  
- Only beverages would be served as long as clean glassware and crockery were available. ✓  
- Productivity of staff would have decreased. ✓  
- Profits would have decreased. ✓  
- Will lose customers ✓  
- Bad word of mouth ✓

(Any 2) (2)

**TOTAL SECTION D: 60**  
**GRAND TOTAL: 200**